



DLA Office of Operations Research and Resource Analysis (DORRA) Theater Distribution Team

Class I Shipments For Operation Iraqi Freedom

5 December 2003



Purpose of Study

Class I Material Shipped To The Command Task Force For OIF Was Sometimes Not Delivered Timely Or Lost. Study Shipments Made During That Timeframe To Determine Customer Wait Time (CWT) And The Factors That Contributed To Delays. We Further Need To Determine How CWT Can Be Improved And How Loss Of Material Can Be Prevented.

This Extract from the Study Focuses on ITV

DLA Office of Operations Research and Resource Analysis





Background Approved Study Methodology

- ID Class I Shippers and Ship To DODAACs For OIF**
- Segregate Class I Shipments From Historical Files**
- Pull Class I For Last 6 Months From Management Information Systems (MIS) To Track Pipeline Performance By Segments**
- Analyze Pipeline Segments For Chokepoints/
Excessive Delays And Investigate Causes**



STUDY FOCUS

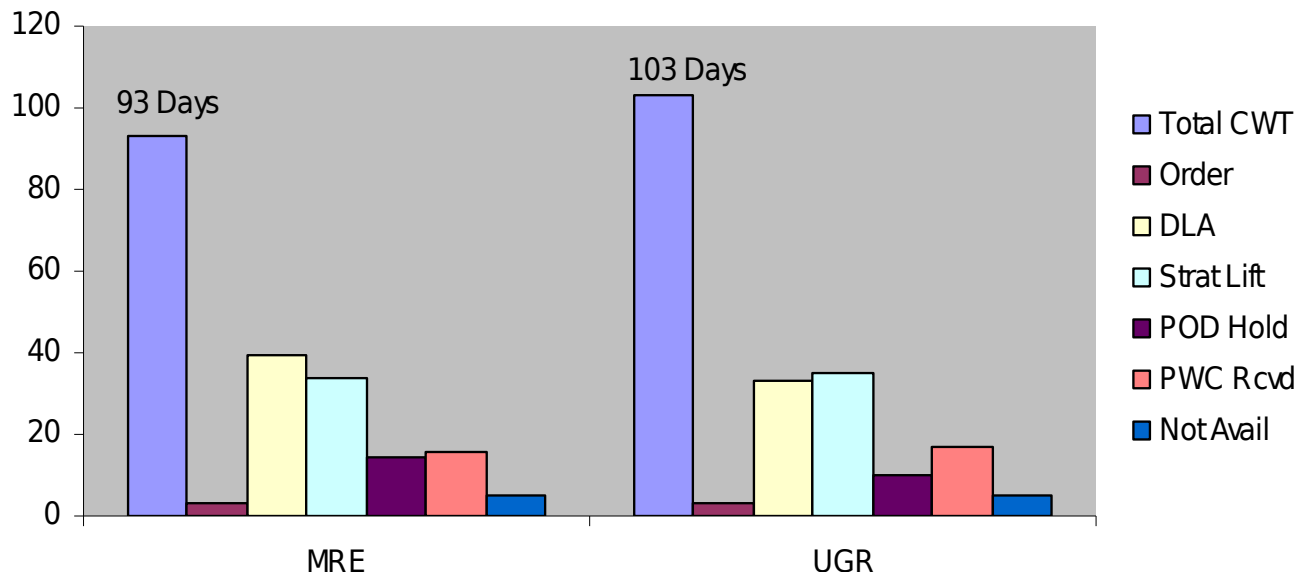
Issues Provided For Analysis:

- **Customer Wait Time**
- **Container Delays**
- **Lost Containers**



DORRA Derived CWT

SP1 - SP8 Averages



Total CWT=Order to Customer Rcpt
Order= Cust Order to Confirm Order w/DSCP
DLA= Confirm Order to Ship Date
Strat Lift=Sail to Discharge at POD
POD Hold= Discharge to Depart POD
PWC Rcvd= Depart POD to Arrive PWC
Customer Rcpt Not Displayed

SP 1 = 30 DOS for 50,000

SP 2-4 = 20 DOS for 100,000

SP 5-8 = 14 DOS for 250,000

DLA ART Segments Unavailable



STUDY FINDINGS

- **CWT (Customer Wait Time)**
 - Average CWT: MRE = 93 Days; UGR=103 Days; Overall =97 Days
 - Processing OIF Off-Line Impact DLA Capability to Present CWT Audit Trail
- **Container Delays**
 - Rapid OTEMPO
 - Limited Storage And Transportation in AOR
 - Port Congestion
 - Changing Custom Requirements
- **Lost ITV**
 - Interlining Operations (Trans-shipment)
 - Container Contents Not Visible in MIS
 - Improper POD Documentation



STUDY RECOMMENDATIONS

- **Conduct Class I Business Process Redesign**
- **Monitor Downstream Pipeline Performance**
- **Orchestrate Customer Requirements with CC C**
- **Optimize Forward Stockage Location & Material**
- **Fortify DLA RF ID**
- **Refer Container Dichotomy And Industry Allian**
Resolution (i.e. Drayage Equipment)
- **Refer WPS, GTN and Commercial Carriers Link**
Issues To SD
- **Recommend OSD (L&MR) Take Lead to Comple**
RF ID Infrastructure to Ultimate Consignee
- **Quantify Spoilage Problem**



Lost Containers ITV

Issue: Interlining Operations Causes A Loss Of ITV

Impact:

- **Customers Could Not Identify Material In Pipeline**
- **Lost Visibility Leads To Excessive Customer Orders**
- **Commercial And MTMC Track Containers**
- **Warfighters Track By TCNs**

Recommendation:

- **WPS, GTN And Commercial Carriers Require Link Container Number And Content TCNs To**
The Information Architecture and Fix Linkage



Lost Containers ITV

Issue: Units Taking Containers From The Port Create Accountability And Visibility Loss

Impact: Loss Of ITV For POD Segment

- Containers Were Delivered To The POD But Did Not Arrive At The Class I Facility
- Containers Arrival And Departures At SPOD Not Documented In WPS/GTN

Recommendation:

- Ensure MTMC Establishes Port Control Procedures And Documentation Of Containers Arriving Or Departing



Lost Containers ITV

Issue: Content Level Visibility in RF Tags

Impact:

- **Shortage Of RF Tags At Start Of OIF**
 - **DDC Procured Tags To Meet Requirement**
- **Incomplete Burning Process Produces Voids In**
ITV Data, Prevents Customer From
Tracking Cargo
 - **RF Tag Burning W/O Content Information**